PMBOK® 7e Update for *CPM 4e* Chapter 12 Project Quality Planning and Project Kickoff

PMBOK® 7e Domains Impacting Chapter 12

Stakeholders
Team
Work
Delivery
Measurement
Uncertainty

Stakeholders

One dimension of quality is stakeholder satisfaction. To ensure that satisfaction, the project team should develop a collaborative and productive working relationship with stakeholders. Teams draw out stakeholder needs, desires, requirements, and acceptance criteria. The team continues to use close and transparent two-way communications with stakeholders to manage expectations, resolve issues, and make decisions.

Team

Engaged and effective (high performing) project teams deliver the best quality. Project managers and other leaders can use servant leadership to understand and address needs and development of team members. High performing project teams use open communication, shared understanding of project purpose, shared ownership of project performance, trust, collaboration, adaptability, resilience, empowerment, and recognition. Effective project leaders establish and maintain the project vision, use critical thinking, and strive to understand and improve the motivation of their team members.

Work

Quality must be built into the project and project deliverables to meet requirement measures and acceptance criteria. These project deliverables are created using work processes. Processes should be reviewed to ensure they are efficient and effective. Project managers need to balance competing constraints and the workload of their teams to consistently create deliverables that will deliver the desired quality and value. Project teams should develop and share knowledge to improve both the current and future projects.

Delivery

Delivery quality focuses on value as determined by required performance levels. This value may be delivered incrementally in adaptive projects and more likely at the end of predictive projects. Project teams strive to maintain and improve the quality of their processes and products. They ideally deliver the full scope that enables users to accomplish their objectives and fulfills each of the multiple quality dimensions such as performs as intended, meets specifications, is reliable, can cope with unforeseen situations, is efficient and sustainable. Quality costs include prevention, appraisal, internal failure, and external failure.

Measurement

Project teams and their stakeholders want a reliable understanding of project progress, actionable data for decision-making, means to keep performance acceptable and to ultimately deliver outcomes that generate business value. Effective metrics enable these. Some are leading indicators which predict trends and changes and can help to reduce variances. Lagging indicators are also used to measure deliverables and reflect past performance. Metrics directly related to quality include defects, performance measures, work in progress and stakeholder satisfaction. Each metric should include the desired baseline and the threshold beyond which corrective action is taken.

Uncertainty

Project quality can be adversely impacted by uncertainty, ambiguity, complexity, and volatility. To respond to uncertainty – gather information, prepare for multiple outcomes, investigate alternative designs, and build-in resilience. To deal with conceptual ambiguity use clear definitions, and for situational ambiguity use progressive elaboration, experiments, and prototypes. Deal with complexity by decoupling, simulating, viewing from diverse perspectives, balancing data used, iterating, engaging, and building in redundancy. Deal with volatility by analyzing alternatives and using reserves.